**Introduction:**

Organizational [performance](https://www.marketing91.com/performance-based-marketing/) is one of the most vital aspects of an organization, no matter what the type. It is a way that is used to measure the value of a company “by comparing their actual output with the output that had been initially intended [goal and vision]” (Bhasin, 2020). This is done by checking 3 areas: [Product](https://www.marketing91.com/what-is-a-product/) [market](https://www.marketing91.com/market/) performance, (market shares, sales, etc.) Financial performance (assets, profit, etc.) and Shareholder’s return(money received by shareholders). But no matter which area is considered, certain concepts can be said to directly impact them and thus impact the organizational performance. These are: Nominal and Delphi technique, piecework and stock option, feedback and feed-forward control, product and matrix departmentalization, and initiating structure and consideration leadership styles.

So, in this essay, I will go over these concepts and link their use to famous companies worldwide (Amazon, Bell Canada, Genetech Inc, LAGear, Starbucks, Facebook and Apple Inc) to show their impacts on the performance of an organization.

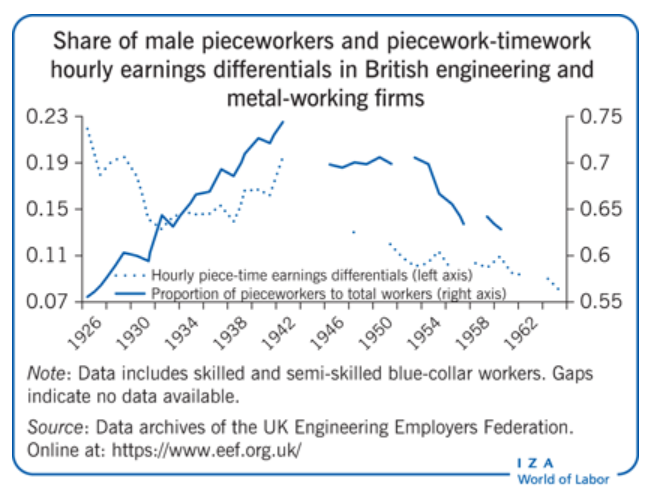
**Discussion:**

1. **Nominal Technique and Delphi Technique:**

Nominal Technique and Delphi Technique are parts of the group decision making technique. According to Tang et all (2021), they are used when decision makers need to find the best solution from its alternatives, comparing their preferences and opinions, with the final solution being a responsibility of the whole group instead of any single individual. Although they are both used to make decisions, their processes are quite different, leading them to be suitable for different situations. For instance, in Amazon, nominal technique is performed by senior executives where they start their group meetings with “everyone reading six-page narrative memos about the topic they are gathered to discuss, for up to 30 minutes” (Larson, 2018). But in “Bell Canada”, as seen by Arthur (2021) and Lawrence (2003), the employees instead follow the Delphi technique where they discuss important topics, like determining the future course of technology with panel of experts. Then again, in this fast paced world, there are cases when neither is right, as the decisions need to be made instantly. This can be solved by using the High-velocity decision-making technique to make quick, calculated, risk-taking decisions for products or resources, as done by Jeff Bezos from Amazon following the thoughts “move fast and break things” “it is always Day 1 [at Amazon]” (Benson, 2019). Even so, it’s hard to deny the positive impacts Nominal and Delphi techniques have on proper decision making and thus also on the organizational performance.

1. **Piecework and Stock option:**

When considering organizational performance, one must not only consider how the decisions are being made, but also on the motivations of the people making them. After all, as stated by Dutta **(**2021), without adequate motivation, an employee won't give his or her best and work hard, leading to lower productivity of employee and lower performance of the company. Thus, it is quite easy to understand how compensation decisions like piecework and stock option, which increases employee motivation, can improve organizational performance. But the level of increase actually depends on the company, type of compensation taken and the situation or environment the employees are in. For instance, as observed by Hart (2016), during the first parts of the 20th century, British manufacturing industries (like Engineering and Metalworking industries) were continuously using piecework to not only pay extra compensations to their employees and increase their productivity, but also to decrease monitoring expenses (as number of product produced by employees determined their fee and thus no need for extra monitoring). But unfortunately, in modern times, most companies have shifted from low-technology manufactured goods to high-end products. This change has led to big companies like Genetech Inc to give Stock options (the ability to purchase company stocks at a set, lower price) to employees instead, as a form of extra compensation [ as seen in Genetech Inc. -Exhibit-10.18(2004) ], rather than using piecework. Even so, the fact that these techniques increase employee’ performance [ as noticed by Sudiardhita et al (2018) ], via extrinsic motivation, and hence leads to increase in organizational performance [ as found by (Rana et al, 2017) ], is undeniable.



1. **Feedback vs. Feed-forward:**

But even though employees are working with full motivation and productivity, unforeseen disruptions may occur in the company, like an Amazon return warehouse in Kentucky closing due to Covid-19 crisis, causing storage and supply issues [ as noted by Montgomery (2020) ]. This leads to a decrease in organizational production levels which in turn decreases their performance. In such situations, the feedback control systems are usually used by the companies in order to gather information about the performance deficiency (and their causes), after they occur. Then these information are used to make certain corrections, like optimizing production scheduling [ as done by Ikome et all (2018) ], encouraging employees to make independent decision to solve problems [ as written in Culture Partners (2020) ], etc. But in this type of control system, there are delays between performance deficiency and the feedback. Thus, in this current, fast-paced, technological environment, the feedback system is too slow. So, most smart companies have switched to feed-forward control system instead [ as noted by **John(2015**) ] where they focus on controlling inputs, to prevent the deficiencies from occurring from the very start. This has also shown “to increase both the creativity of the employees and also the cost-cutting [in organizations]’ (Simanjuntak, 2018), both of which lead to increase in organizational performance.

1. **Product Departmentalization vs. Matrix Departmentalization:**

Some companies, like LAGear [ as stated in Wikipedia (2021) ] have discovered that productivity and performance can be further increased by using product departmentalization structure. There they divide their workforce into certain groups and give each group the responsibility of a certain product. This structure is quite beneficial as it is highly flexible (companies can easily add new product line if needed) and produces better quality goods (as is follows principle of specialization and fully utilizes human and nonhuman resource) [ as stated in Business Marketing (2017) ]. But unfortunately, since department managers focus on their own products, they end up having a limited view of (or even ignoring) the organizational goals. Thus companies like Starbucks decided to use a matrix departmentalization instead [ as noticed by Sobiya (2018) ]. There they integrated geographic, functional, team and product departmentalization, combining the advantages from each. Although, the matrix structure enabled them to increase their organizational production levels, performance and overall growth [ as found by the Trefis Team (2016) ], it has also developed a deadly flaw. This is because now the employees had to answer to both functional and geographic bosses at the same time, leading to a duplication of authority. Thus, the organization must spend extra time and resources in training now to ensure the employees know which orders to follow and prioritize, in order to avoid losing this increase in organizational performance.

1. **Initiating Structure and Consideration leadership:**

But changing the entire organizational structure is generally viewed as a costly step with the increase in performance not being on par with the expense. Thus companies instead prefer utilizing leaders to guide and motivate the employees instead. For instance, Steve jobs from Apple Inc. used to use initiating structure (task-oriented leadership) style [ as stated by Ansary (2020) ] where he set roles, tasks and deadlines for his employees, enabling them to increase their productivity and thus the organization’s performance. But, as seen in his case, if leaders are too focused on tasks, they will end up creating a distance between them their subordinates, leading to a cold, demotivating working environment. Thus organization, like the police [ as noted by Donald (2003) ], nowadays prefers their leaders follow consideration style instead and help encourage, support and increase the morale of their employees. But being overly considerate may lead to employees being lazy or slacking off. So, it’s better to have a transformational leader like Mark Zuckerberg of Facebook [as observed by Financhill (2020) and (Dr. Clark (2021) ] instead, who can focus on both the task and the people doing the task, creating a positive organizational culture and ensuring high level of productivity and performance of the organization

**Conclusion:**

So, overall, Organizational performance, the heart of the organization, can be improved by utilizing these concepts (Nominal and Delphi technique, piecework and stock option, feedback and feed-forward control, product and matrix departmentalization, and initiating structure and consideration leadership styles) individually, at their proper places, as seen in companies like Amazon, Bell Canada, Genetech Inc, LAGear, Starbucks, Facebook and Apple Inc, etc. Thus, if a single company utilized all of these techniques, it would not only get a huge boost in its performance, but would also be able to reach unimaginable heights.

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# Demo

**Author, Initial(s) Year of publication, 'Article Title', *Newspaper/Journal/Magazine Title*, Day Month (or volume/issue number if applicable), page number/s (if applicable), viewed Day Month, <URL>.**

Khadem, N 2017, ‘Men out-earn women by more than $26,500: WGEA 2017 gender pay gap report’, *The Age*, 17 November, viewed 17 November 2017, <http://www.theage.com.au/business/workplace-relations/men-outearn-women-by-more-than-26500-wgea-2017-gender-pay-gap-report-20171114-gzl5jj.html>.

**demo**

**Author, Initial(s) Year, *Title of document/webpage/website*, Organisation/Host, viewed Day Month Year, <URL>.**

Yates, J 2009, *Tax expenditures and housing*, Australian Housing and Urban Research Institute, viewed 12 November 2013, <https://www.ahuri.edu.au/\_\_data/assets/pdf\_file/0012/3117/AHURI\_Research\_Paper\_Tax\_expenditures\_and\_housing.pdf>.

~~Organizational performance, heart of everything, says how productive organization is, people see it and determine its worth and trustworthiness(ie can they really do what they say or is it just a dog barks but doesn’t bite type scenario) in the market. In order to look at it in depth, we took a deep dive into the topic, looking at prime concepts that affect it (……….) . Then we focused on different companies (………..) that utilized these concepts efficient and effectively and saw it helped them become the market giants they are today(this might be considered as a new point so think carefully before saying this).Thus it can be concluded that in order to increase their organization’s worth, they must increase their utilization of the mentioned concepts just like (……example 3 company names…..) has.~~

~~Why does organizational performance matter?~~

~~What essay has covered…. main idea~~

~~Overall significance of the topics covered and how does influence future of business?~~

References and other unnecessary parts are written from here on out. Will collect the refences from these later.No more essay part from here on.

**Zuckerberg is transformational. He motivates and inspires staff with a crystal clear sight into the future of Facebook**.

Nov 18, 2020

Reference: https://financhill.com/blog/investing/mark-zuckerberg-leadership-style

~~a leader with a mixture of both initiating structure and consideration instead (like a transformational leader) as then he can get the best of both worlds (or just igve transformational leadership defn instead) (…quote from whom…) getting focusing on both the task and the people doing it.~~

Ref txt:Mark Zuckerberg embodies the characteristics of a transformational leader

Ref: https://elijahclark.com/mark-zuckerberg-facebook-leadership/

Ref txt: Police leaders tend to focus on the process much more that they do on the people that work within the process. By providing people-oriented leadership many of these problems can be solved. People-oriented leaders know their employees’ strengths and talents and they place people in positions that take advantage of those positive characteristics. Commanders and supervisors that understand and focus on the human element in managing are most likely the true leaders within the police department. People-oriented leaders that are technically competent in their job inspire their people. They are often the reason that people remain loyal to an organization

Ref :https://www.ojp.gov/ncjrs/virtual-library/abstracts/people-oriented-leadership

Ref text: Police officers and managers across the country describe many of the same problems: low morale, cynicism, poor communication, and distrust of the management system. A common reason why these problems develop is that police leaders tend to focus on the process much more than they do on the people who work within the process. By providing people-oriented leadership many of these problems can be solved.

Ref: https://www.policechiefmagazine.org/people-oriented-leadership/

~~But changing the entire organizational structure usually leads to chaos and confusion among the employees and thus reduces their production and motivation levels momentarily(reference???). For such cases, we need a good leader who can calmly explain the new roles of the employees in details and also assign them their new tasks and goals. Thus, by using initiating structure leadership style, the leaders in organizations not only bring order to the chaos but also increase organizational productivity and growth. This can be clearly seen by seeing how far apple has reached with the help of steve job’s task oriented nature (Ahemed, 2020~~). But, as seen in the case of Steve Jobs, if leaders are too focused on task, they will end up creating a distance between them their subordinates, leading to a cold, demotivating working environment. Thus companies nowadays prefer their leaders following a consideration style instead

Thus companies like Netflix prefer their leaders have a consideration style instead and help encourage and support the employees, helping them not only transition though the confusion well but also to increase their self confidence. But being overly considerate may lead to employees being lazy/ slacking off (give reference for this……) .Thus its better to have a leader with a mixture of both initiating structure and consideration instead (like a transformational leader) as then he can get the best of both worlds (or just igve transformational leadership defn instead) (…quote from whom…) getting focusing on both the task and the people doing it.

Reference text: Many people judged Steve Jobs based on his personality, they thought he was a thoughtless employer who was cruel to those under him and was often unapproachable and isolated

Reference: https://yaroinsideapple.weebly.com/steve-jobs-as-a-leader.html

Reference text: Steve was a task-oriented leader. He was more focused on the performance of the work and the organization than the feelings of the people. He did not consider the feelings of the staff; He simply listened to their ideas.

Reference: https://www.careercliff.com/steve-jobs-leadership-style/

clearly explain their current situation and the tasks that they need to do

to assure them that everything is proceeding according to plan………….

like the initiating structure leadership where the leader can structure the role of the followers by setting goals, giving directions, setting deadline, assigning task,etc. All of these give them a clear sense of direction and end point of task and thus help bring order to the chaos (quote by whom……). But if the leader is too focused on structure they will draw away their subordinates and thus will lead to a cold environment….(reference plus elaborate better). Thus companies like (……….check what apple goggle say about people and leadership and give rferences….) prefer leaders have consideration instead and help encourage and support the employess, helping them not only transition though the confusion well but also to increase their self confidence. But being overly considerate may lead to employees being lazy/ slacking off (give reference for this……) .Thus its better to have a leader with a mixture of both initiating structure and consideration instead (like a transformational leader) as then he can get the best of both worlds (or just igve transformational leadership defn instead) (…quote from whom…) getting focusing on both the task and the people doing it.

will not have much impact if good leadership isn’t present in the organization to enforce it. After all human beings are

<https://www.forbes.com/sites/greatspeculations/2016/09/19/lets-look-at-starbucks-growth-strategy/?sh=68f1c2cb3d71>

Jul 28, 2018

Reference: <https://www.advergize.com/business/starbucks-organizational-structure/>

(business-marketing)

Reference: <https://marketinglord.blogspot.com/2017/08/advantages-and-disadvantages-of_17.html>

2021

https://en.wikipedia.org/wiki/Departmentalization (LAGear)

Some companies(………..) have found that dividing their workforce into separate units responsible for producing particular products more useful

~~As shown in case study (Dahnil,2018), it has shown great benefits in reality as well wirh companies like……. Moving fully into~~

~~Although it has shown large promise in theory and case studies (Dahnil,2018), in reality these are far too resource intensive and expensive. Thus, in reality most companies prefer to use a mixture of both, leaving it to the manager to determine where to use which control and by how much (~~**~~DEDEEPYA, 2015~~**~~).~~

Reference: https://www.business-standard.com/article/management/from-feedback-to-feedforward-115030800596\_1.html

Reference txt: This   
study found that the feedforward control is the part of the management control system and   
has a strong influence on performance.   
  
Besides, this research also found that feedforward control systems can increase creativity   
and cost cutting. Other findings from this study revealed the importance of a proactive   
attitude of SME managers to survive in the financial crisis.

Reference: https://www.ersj.eu/dmdocuments/2018\_XXI\_3\_30.pdf

Reference: https://culture.io/companies-that-understand-importance-of-feedback-in-the-workplace/?pil=landed

Reference txt: Amazon closed [an apparel returns warehouse](https://www.bloomberg.com/news/articles/2020-03-25/amazon-closes-u-s-apparel-returns-warehouse-amid-worker-alarm?srnd=technology-vp) in Kentucky due to the COVID-19 outbreak, forcing supply chain leaders to make substantial changes to storage and product handling.

Reference: https://www.softwareadvice.com/resources/supply-chain-disruption-types/

(add relevant references and company names!)

there may be other factors which prevent the company’s productivity from increasing significantly. This could be due to several reasons including unoptimised production scheduling(John et al, 2018), issues in quality of resources used, etc. Although these problems vary in type, most of them are usually cuased due to organisation believing thi

organisation not updating their system with respect to time

caused by an organisation being overdependence on a past production model. Thus, they can easily be resolved by using feedback system where the organisation gathers information about performance issues after they occur and use the information received to fine-tune their system and fix the problem. This is currently used by several companies including

All of these are mainly caused when an organisation focus too much on following a theoretical model (as it ensures past success) and not considering modern day changes. Thus, not surprising to see how feedback control ()

These are usually caused when the company puts too much faith on theoretical system without considering real life things

Pinedo, M., J. C. Bean, J. R. Birge, J. Mittenthal, and C. E. Noon. 2006. “Matchup scheduling   
with multiple resources, release dates and disruptions.” Operations Research 39 (3): 470–  
483.

n justification of the aforementioned, a recent research carried out by Pinedo [2] enumerates a number   
of difference between theoretical models and real-life production scheduling problems which includes;   
The constant arrivals of new jobs into the system,

Reference txt: An Optimization of Manufacturing Systems using a Feedback   
Control Scheduling Model +

This unexpected disturbance are generally difficult to anticipate during the production   
process, so there is a need to develop a strategic feedback re-scheduling model that can streamline and   
accommodate this unforeseen disturbance in order to prevent the system to degenerate to a complete   
short down or defects to products, causing a complete disaster to the economic well-being of the   
company.

Reference: https://iopscience.iop.org/article/10.1088/1757-899X/320/1/012013/pdf

Move into feedback from previous para, then give feedback defn, then say which company used it, then say however sometimes it takes too long to detectprobem via feddback and thus ome companies prefer feedforward instead, nipping problem before it starts. This can be een in case of …. Where they did … and saved…Butfeedforward is heavily rresource intensive and thus may lead to extra cost and thus not many company actually go for the method even though it has a time advantage over feedback method

Reference txt proof: The results of this study indicate that compensation has a positive and significant effect on work motivation, compensation has a positive and significant effect on job satisfaction, work motivation has a positive and significant effect on job satisfaction, compensation has positive and significant effect on employee performance, work motivation has positive and significant impact on performance employees and job satisfaction has a positive and significant effect on employee performance.

Reference: https://www-proquest-com.ezproxy.lib.swin.edu.au/docview/2124080491?pq-origsite=primo

Reference text proof: HR practices, including selection, training, compensation, performance appraisal and employee participation, have been found to be significantly and positively related to organizational performance.

Reference: <https://www-emerald-com.ezproxy.lib.swin.edu.au/insight/content/doi/10.1108/IMEFM-04-2016-0060/full/html>

Genetech thing EX-10.18, 2004

Reference: https://www.sec.gov/Archives/edgar/data/318771/000031877104000005/dna-ex10\_18.htm

Reference: <https://wol.iza.org/articles/rise-and-fall-of-piecework/long> (see near the full reference part near end to get date and stuff)

But even so, most companies tend to underestimate them, leading to certain companies like ……… taking the lead

Reference: https://blog.vantagecircle.com/employee-motivation/

A recent poll by Partners In Leadership confirms that [when employees are happier at work](https://www.inc.com/partners-in-leadership/3-ways-to-empower-yourself-at-work-when-youre-stuc.html), 85% say they take more initiative; 73% say they are better collaborators; and 48% care more about their work.

Reference: https://www.inc.com/partners-in-leadership/31-quotes-from-great-leaders-to-improve-workplace-satisfaction-for-employees.html

"The greatest asset of a company is its people."

- Jorge Paulo Lemann (Co-founder, Banco Garantia)

If you want something to happen, you have to make people able and you have to [make them want to](https://www.partnersinleadership.com/insights-publications/4-secrets-for-more-effective-leadership/)."

- Dr. Steve Kerr (Former Chief Learning Officer of General Electric and Goldman Sachs)

I like work; it fascinates me. I can sit and look at it for hours. – Jerome K. Jerome, English writer and humorist

Desire! That’s the one secret of every man’s career. Not education. Not being born with hidden talents. Desire.  - Bobby Unser, Retired Car Racer

Passion will move men beyond themselves, beyond their shortcomings, beyond their failures. - Joseph Campbell, American Mythologist, Writer, and Lecturer

The more things you’re interested in, the better your work will be. (Michael Bierut)

Attitude is a little thing that makes a big difference.( Winston churhill)

Butter benson

Published Thu, Nov 14 201911:50 AM ESTUpdated Thu, Nov 14 20194:59 PM EST

Reference: <https://www.cnbc.com/2019/11/14/how-billionaire-jeff-bezos-makes-fast-smart-decisions-under-pressure-says-ex-amazon-manager.html>

Read more: <https://www.referenceforbusiness.com/encyclopedia/Cos-Des/Delphi-Technique.html#ixzz77quEstSF> (see name at end of article and year at the very bottom of page)

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Reference: https://www.forbes.com/sites/eriklarson/2018/09/24/how-jeff-bezos-uses-faster-better-decisions-to-keep-amazon-innovating/?sh=277d11ca7a65

Reference: https://www.sciencedirect.com/science/article/pii/S0305048319307285

Reference: https://www.marketing91.com/organisational-performance/

~~e of the key aspects that every organization focuses on. It could be a tech company like Google, agricultural company like Cargill, tourism company like Expedia, etc. No matter what area it operates on, it will always keep its performance in mind and take proper steps to ensure it remains high.~~

~~is defined as the actual output of a company measured against its intended output.~~

~~Organisational performance is the way to measure how much an orgnisation is outputting per input of resources~~

~~Organisational performance is the common way to determine the worth of a company. After all, it does~~

~~Organizational performance has many definitions and classifications; some long and cryptic, some short and straightforward. Among them, the following is the best way to describe it:~~

~~“It’s a way to measure the value of a company, by comparing their actual output with the output that had been initially intended (as their goal and vision) and seeing how close they are.”~~

~~There are a couple of areas usually considered in this regards, including financial performance of company, product market performance and~~ [~~shareholder’s return~~](https://en.wikipedia.org/w/index.php?title=Shareholder_return&action=edit&redlink=1) ~~amount. But no matter what area is being considered, you can always see three distinct things affecting them: right person, good leadership and ensuring the right person remains right. Thus, it can be stated without a doubt that maintaining these factors well will end up promoting organizational performance of any company. So, in this essay, I am going to discuss about the management concepts that are related to these factors (Selecting, Training, Transformational leadership, Normative Control) and show how they have improved the performance of different organizations worldwide.~~

~~Reference: https://en.wikipedia.org/wiki/Organizational\_performance~~

~~“An organization, no matter how well designed, is only as good as the people who live and work in it”(Dee Hock, 1996)~~

~~ Discussion –~~

~~Concept 1)~~

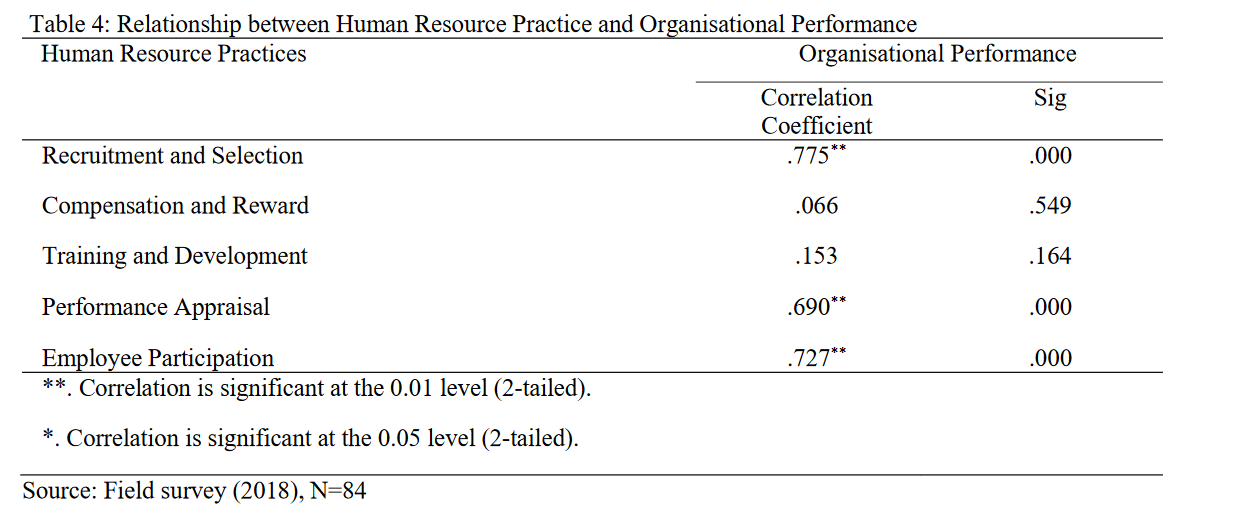
* ~~Briefly explain the concepts that you chose from the text book chapters we covered.~~
* ~~Then describe how chosen management theory could improve organisational performance~~
* ~~providing practical examples to show how each concept can be applied.~~

~~Selection process is part of the Human Resource Management (HRM) process that takes place when the company is attracting employees. It is basically a seven step process (Employee reference, Background check, Specific Aptitude Test, Congnitive test, Psychological test , work sample, and Assesment centres) in which the company gathers all the necessary details about an applicant and decides whether he or she is suitable for that job. All these steps cut down number of the huge applicants using different criterias. The first two stages validate applicants and remove the dishonest ones who try to enter via fraud. The 3~~~~rd~~ ~~and 4~~~~th~~ ~~stage cut down applicants based on their technical and soft skills respectively, making sure that they are suitable to this type of work. The 5~~~~th~~ ~~stage checks their mentality in regard to the job while the 6~~~~th~~ ~~stage checks their ability to perform job tasks under pressure, both of which cut down and ensure the remaining applicants are perfect fits for the job. The last stage is the hardest and mainly used to determine who among the applicants can be good managers for that job. Thus, no matter what company or job type it is, as long as these steps are followed effectively, the company can easily get the right people for the right place.~~

~~Although this might seem like a lengthy way to improve performance, its effectiveness has been noticed in various companies. For instance, in the study conducted by Mosses and Joyce (using Pearson Colleration) on the employees at Atwima Mponua Rural Bank Limited, they found that relationship between independent variable recruitment and selection, and the dependant variable organisational performance was not only statistically significant, but also far greater than the rest. They even stated the following:~~

~~“The wrong person for the wrong/right job termed as square pegs in round holes is very much linked to poor performance.”~~

~~“The results that there was a statistically significant relationship exists between three independent variables, such as recruitment and selection, performance appraisal and employee participation, and the dependent variable, which was organisational performance, has several implications. The result suggests that rural banks' organisational performance is keenly linked to the calibre of employees and how these employees are employed. Thus, the wrong person for the wrong/right job termed as “square pegs in round holes” is very much linked to poor performance.”~~

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~~(The results show that out of the five contracts of human resource practices, only three had a statistical significance relation with employee performance. These constructs were variables Recruitment and Selection (R=.775\*\*; p= .000); Employee Participation (R=.727\*\*; p= .000); and Performance Appraisal (R=.690\*\*; p= .000).)~~

~~(Selecting process defn according to management keywords, then say what it basically means, then say what what factors it has and what they do in brief (step by step). Then say how it helps improve the organizational function (by referring back to those keyfactor outcomes said before). Then say that this can be clearly seen in the case study/experiment/etc performed in …… company in…. by….. where it was shown that company……. Improved by……… while company ….. that didn’t do this had lost by……. ()say with reference and add graph + stats that show this nearby)~~

~~Concept 2)~~

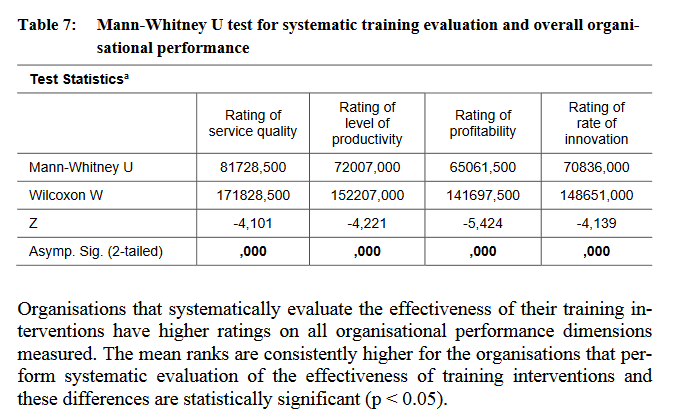
* ~~Briefly explain the concepts that you chose from the text book chapters we covered.~~
* ~~Then describe how chosen management theory could improve organisational performance~~
* ~~providing practical examples to show how each concept can be applied.~~

~~Training is also part of the HRM process, but unlike selection, it is more focused on ensuring the right person remains right for the job. Formally, it is defined as the “on- and off-the-job structured activities focused on the development of knowledge, skills and abilities (KSAs) for current and future job roles” (~~[~~Thomas Garavan~~](https://onlinelibrary-wiley-com.ezproxy.lib.swin.edu.au/action/doSearch?ContribAuthorRaw=Garavan%2C+Thomas)~~,~~ [~~Alma McCarthy~~](https://onlinelibrary-wiley-com.ezproxy.lib.swin.edu.au/action/doSearch?ContribAuthorRaw=McCarthy%2C+Alma)~~, 2020). Basically it is like a shoeshiner, used to polish the already good-fit employee (selected in selection process) to perfection. It is usually used in response to customer complaints or changing job environments or senarios like training for post-pandemic working skills(Sapana Agrawal, 2020).~~

~~There are three things to consider here, the need, method and evaluation of the training. The need can be determined by checking the employee’s performance for any deficiency, by gathering feedback about employee from other staffs, by listening to customer’s comment about that employee and by testing his or her skills on the job. These help pinpoint the problems the employee has, with regard to that job, and determine the criteria that they will be checked against. Depending on these, the organisation can choose suitable training method and type (like whether they need more information via lecture, develop problem-solving skills via group discussion, learn or change job behavior via simulations, etc). After completing it, the training is evaluated for each employee against their criteria (ie the change in their knowledge or behavior) and their satisfaction to training and job performance level are noted (for fine-tuning the training for better outcomes in the future).~~

~~Although this “polishing” takes a lot of time and resource, by performing effective training on a large scale, an organizational can increase its performance by leaps and bounds. This has been seen by Michael J. Morley, Agnes Slavic, József Poór, and Nemanja Berber while analyzing domestic and international market oriented Organisations in Central & Eastern Europe where they came to the conclusion:~~

~~“Our findings demonstrate that the use of more developed training practices contributes to better organizational performance assessed by reference to service quality, productivity, profitability and rate of innovation” (Michael J. Morley, Agnes Slavic, József Poór, and Nemanja Berber, 2016)~~

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~~reference: https://web-b-ebscohost-com.ezproxy.lib.swin.edu.au/ehost/pdfviewer/pdfviewer?vid=2&sid=d943de60-a866-4ead-a562-15e182f7e5da%40sessionmgr101~~

~~reference: https://www-proquest-com.ezproxy.lib.swin.edu.au/docview/1355573576?OpenUrlRefId=info:xri/sid:primo&accountid=14205~~

~~Reference: https://www.mckinsey.com/business-functions/organization/our-insights/to-emerge-stronger-from-the-covid-19-crisis-companies-should-start-reskilling-their-workforces-now~~

~~Reference: https://onlinelibrary-wiley-com.ezproxy.lib.swin.edu.au/doi/full/10.1111/1748-8583.12284#hrmj12284-bib-0072~~

~~(training defn, part of right people to remain right, basically it means….. and is done by steps….. each steps help the company by…..and thus overall it provides employess who are skilled ,experienced and have the needed knowledge to do well, and when their productivity rises so does that of the company. This is mostly useful for changing situations like covid, etc where we ensure that the right person remains right. Practical example……)~~

~~Concept 3)~~

* ~~Briefly explain the concepts that you chose from the text book chapters we covered.~~
* ~~Then describe how chosen management theory could improve organisational performance~~
* ~~providing practical examples to show how each concept can be applied.~~

~~Alongside having the right people and ensuring that they remain right, an organization also needs good leadership to maintain high performance performance. Among the various types of leadership present, the one best for organisations is transformational leadership. According to Sarah K.White, it is a leadership style in where the leader encourage, inspire and motivate their employees to create change that will help grow the shape of the company (Sarah K White , 2018). These type of leaders usually have the ability to make the employees see beyond themselves, moving their thoughts from individualism (prioritize self over group) to collectivism (prioritize group over self). Thus, they end up create cohesive and effective groups that have both the group and company goals in mind. They usually have 4 components: Charisma/idealized influence, inspirational motivation, intellectual stimulation, individual consideration). Using these components, they act as a role model, showing employee the value of their work (to inspire them), encouraging them to look at problems in different ways (to increase their problem-solving skills), and by paying attention to each of them individually (to encourage them by letting them know they matter). Thus, they end up increasing the employees’ productivity levels to the max, ensuring that the organization has high performance.~~

~~This had been seen by~~ [~~Hira Khan~~](https://fbj.springeropen.com/articles/10.1186/s43093-020-00043-8#auth-Hira-Khan)~~,~~ [~~Maryam Rehmat~~](https://fbj.springeropen.com/articles/10.1186/s43093-020-00043-8#auth-Maryam-Rehmat)~~,~~ [~~Tahira Hassan Butt~~](https://fbj.springeropen.com/articles/10.1186/s43093-020-00043-8#auth-Tahira_Hassan-Butt)~~,~~ [~~Saira Farooqi~~](https://fbj.springeropen.com/articles/10.1186/s43093-020-00043-8#auth-Saira-Farooqi) ~~&~~ [~~Javaria Asim~~](https://fbj.springeropen.com/articles/10.1186/s43093-020-00043-8#auth-Javaria-Asim)~~in “Impact of transformational leadership on work performance, burnout and social loafing: a mediation model” where they conducted a cross-sectional survey to collect data from 308 employees working in the telecommunication sector and found that:~~

~~“The results showed that transformational leadership has a significant positive relationship with mediator intrinsic motivation. The results also concluded that work performance has positive significant relationship with transformational leadership”~~

~~motivating~~ **~~enhances the employee's ability to deal with all kind of circumstances as such leader provide supportive circumstances to employees~~**

~~A cross-sectional survey was conducted to collect data from 308 employees working in the telecommunication sector.~~

~~, the leader acts as a role model and helps employees understand the meaning and value of their work, and thus encourages and inspires them.in the~~

~~Transformational leadership is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company. This is accomplished by setting an example at the executive level through a strong sense of corporate culture, employee ownership and independence in the workplace.~~

~~Reference: https://fbj.springeropen.com/articles/10.1186/s43093-020-00043-8~~

~~Reference: https://www.cio.com/article/3257184/what-is-transformational-leadership-a-model-for-motivating-innovation.html~~

~~(transformational leadership defn, basically means……, part of good, it has components charisma, inspiration motivation, intellectual stimulation, individual consideration, each brief what each does and how it each helps employee be more productive (get more things done in time) and thus company productivity increases via good leadership. This can be seen in case study……. Where they noticed………..)~~

~~Concept 4)~~

* ~~Briefly explain the concepts that you chose from the text book chapters we covered.~~
* ~~Then describe how chosen management theory could improve organisational performance~~
* ~~providing practical examples to show how each concept can be applied.~~

~~(normative control defn, basically means……, part of ensure right people stay right, done by…………(google for the exact steps as the slides have very little steps)~~

~~ Conclusion –~~

~~a brief summary of the main points covered in the discussion.~~

~~(So, considering all factsoverall it can be quite clearly seen how well ……….)~~